

## OUTCOMES

### ASAP Strategic Focus Area

#### **The Need to Enhance Law Enforcement Capacity to Respond to the Importation of Illicit Drugs and the Manufacture of Synthetic Drugs within Arizona**

**MISSION:** Prevent the importation of drugs and the manufacture of drugs through aggressive prevention and interdiction strategies by better securing our borders and prosecuting drug manufacturers and distributors.

**Problem #1:** Currently there is no funding analysis regarding costs or cost benefit analysis of current funding for law enforcement. There is inadequate information sharing regarding diverse funding streams acquired by law enforcement to combat drug abuse in the State of Arizona.

**Goal:** In order to assess costs and to assess program effectiveness, ASAP will develop a mechanism for ASAP law enforcement agencies to report all local, state and federal grant applications for the purpose of coordinating strategy, eliminating duplication of effort, to assess total cost for enforcement and to better target resources to problem spots.

**Responsible Agency:** ASAP will provide direction to partner agencies to include the Drug Enforcement Administration (DEA), High Intensity Drug Trafficking Area (HIDTA), Department of Public Safety (DPS), Arizona Criminal Justice Commission (ACJC) and the Governor's Office Division for Substance Abuse Policy (DSAP).

#### **Action Steps:**

1. Ask all law state and local law enforcement agencies to report grant submissions.

#### **Actions Taken/Outcomes:**

ACJC has completed a draft list of U.S. Department of Justice (DOJ) and U.S. Department of Homeland Security (DHS) grant awards to Arizona law enforcement agencies.

#### **Next Steps:**

ACJC will finalize the draft list and provide it to ASAP.

A discussion with ASAP should follow in order to determine how they would like this grant information to be used and what types of further analyses would be useful.

#### **Challenges/Resources Needed:**

To compile a more comprehensive list that includes grants submitted rather than solely grants awarded as well as grants not funded by DOJ and DHS would require more resources (human resources) than ACJC has available.

Currently there is no requirement for law enforcement agencies to submit copies of grant submissions to a central point of contact in the state. At one time, Arizona used a State Clearinghouse to track and report on all grant submissions in Arizona. This activity was abandoned because of the large resources it required and questionable value of the information collected.

### **ASAP Discussion/Decision:**

A discussion with ASAP should follow in order to determine how they would like this grant information to be used and what types of further analyses would be useful.

A discussion should take place on the value of grant submissions which a large number will not result in funding and grant awards that are more readily available from federal grantor agencies.

To accurately collect all information on grant submissions beyond DOJ and DHS, authority would need to be given to ACJC by the state (potentially via Executive Order or statute change). It would need to be mandated to law enforcement agencies that they report on their grant submissions in an official way in order to achieve buy-in and collect comprehensive information. Before a decision is made to mandate actions of law enforcement, ASAP should discuss how this information would be used and ensure that it will be used effectively to address the mission of ASAP.

2. Identify existing grants and contracts with all law enforcement agencies to conduct a comparative analysis, looking for opportunities to streamline and leverage off of existing resources and for ways to eliminate duplication of effort.

### **Actions Taken/Outcomes:**

Several law enforcement representatives of ASAP met and discussed the challenges of a cost benefit analysis and recommend changing this Action Step from a cost-benefit analysis to a comparative analysis.

### **Challenges/Resources Needed:**

A comparative analysis would require additional resources to conduct, as ACJC does not have the human resources to take on this assignment.

3. Do a cost-benefit analysis of existing law enforcement strategies.

It was recommended that this Action Step be removed due to the challenges and resource constraints described below.

### **Challenges/Resources Needed:**

It is unclear what the basis for a cost-benefit analysis would be, as there are so many varying aspects of law enforcement and differing law enforcement agencies to consider in an analysis of strategies. There are many types of law enforcement strategies, and ASAP would need to discuss what type of strategies should be analyzed. This would be an enormous undertaking. There are insufficient resources at any one agency to conduct a cost-benefit analysis of this scale and scope. It is also unclear which agency would take the lead on such an effort.

### **ASAP Discussion/Decision:**

A discussion should take place to determine what type(s) of law enforcement strategies should be included in a cost-benefit analysis, and what the results and data would help to achieve. As stated above, there are many types of law enforcement strategies that could be considered.

4. Identify current funding gaps in manpower and technology.

### **Actions Taken/Outcomes:**

Action Step is in progress. ASAP law enforcement partners met at the law enforcement Pow Wow and further discussed the feasibility of collecting data on manpower, technology and funding gaps through a survey. By October 30, 2008, the law enforcement representatives of ASAP will review the crime trend report and the grant funding/manpower allocation report and will target the survey accordingly.

### **Challenges/Resources Needed:**

Additional human resources will be required at ACJC to develop the survey, analyze the data and create a report and report back to ASAP on findings.

### **ASAP Discussion/Decision:**

It is important to look at what will be done with this information, once gaps are identified. What would the strategic plan to address the gaps look like, and how would gaps be addressed?

5. Examine manpower allocations along the border to conduct targeted interventions.

### **Actions Taken/Outcomes:**

Action Step is in Progress. ACJC has incorporated data on manpower allocations in conjunction with the grant funding report, which is currently in draft form. This report is being finalized.

**Problem #2:** The intelligence gathering and analysis infrastructure as it relates to drug and border issues should be enhanced to serve all law enforcement agencies in urban and rural counties to bolster the state's capacity for intelligence sharing.

**Goal:** Intelligence gathering and analysis infrastructure in Arizona has improved and there are structures in place. These structures and systems need to be enhanced in order to improve intelligence sharing between local, state and federal law enforcement agencies.

**Responsible Agency:** DPS and HIDTA

**Action Steps:**

1. Technology and Intelligence Gap Analysis and Use of Intel Fusion Centers
  - a) Conduct a technology gap analysis to identify equipment and resources that are needed in order to follow the established intelligence sharing protocols.
  - b) Designate and maintain a component in each drug task force that is trained on intelligence sharing protocols and the use of technological equipment to keep each office connected to fusion centers regardless of staff turnover.
  - c) Work with the National Guard to ensure that intelligence analysts are placed in all out-counties. These analysts will be the backbone of intelligence collection and will provide data to all fusion centers (HIDTA, ACTIC).

**Actions Taken/Outcomes:**

- This Action Step is in progress. The technology gap is being addressed by utilizing web based programs. AZ Link/CopLINK were piloted in Tucson. Law enforcement agencies with web access can connect to the AZ Link nodes to provide and receive intel once they have an MOU in place to use the system. Mesa PD and Maricopa County Sheriff's Office are working on MOU's to connect to the system.
- The National Guard has a requirement that if a Guardsman is residing 60 miles or more from their duty station they must move to be closer to that location. This hinders sending Guardsmen to the out counties where there are not National Guard Armories. Analysts assigned to the Phoenix and Tucson fusion centers are communicating and working with the agencies (through the ISC centers) in the out counties in order to fill this gap.

**Next Steps:**

- DPS will work to educate and market the fusion centers to law enforcement agencies around the state.
- HIDTA Intel is working on a pamphlet explaining the web based intelligence programs to be distributed to law enforcement which will be completed in December 2008. They will distribute the pamphlet using the AACOP/Sheriff's email distribution to reach as many law enforcement agencies as possible by March 31, 2009.
- The DPS Narcotics Commander will make personal contact with task force commanders to educate and market the HIDTA Intel Center, including to those in non-HIDTA counties. These activities will be completed by March 31, 2009.
  - In these visits, DPS will identify those drug task forces that have no in-house analytical support. DPS will then train an assigned person at each task force and assign them a designated point of contact from the HIDTA Intel Center to work

with them on an ongoing basis. DPS will work with the National Guard to see if analytical support can be provided.

2. Develop capacity to analyze purity and price levels of all illegal narcotics and distribute results to all state law enforcement agencies.

**Actions Taken/Outcomes:**

This Action Step is underway. Graham, Greenlee and Cochise county sheriffs already have this capacity, and Yuma and Coconino are beginning. “Buys” have already taken place in Lake Havasu. The GOCYF-DSAP Data Analyst is working on the analysis with an estimated completion date of October 1, 2008.

**Problem #3:** Drug Endangered Children Guidelines need to be enhanced in order to facilitate information sharing, create policy and program consistency in the diverse counties and to direct appropriate prevention and treatment services to families.

**Goal:** Establish unified guidelines and strategies to enhance better intervention strategies with parents and families.

**Responsible Agency:** DES, DPS, the Attorney General’s Office

**Action Steps:**

1. DEC Protocols
  - a. Examine model guidelines and assess their capacity for Arizona, in concert with the National DEC initiatives.
  - b. Convene relevant agencies to work with Law Enforcement to provide consistent guidelines for family intervention with drug exposed children and families.

**Actions Taken/Outcomes:**

- A meeting between HIDTA, DEA and the AG’s office was convened on August 14, 2008 to get an update on DEC protocol trainings in the counties. Follow up activities are in progress.
- HIDTA and GOCYF-DSAP are working together to convene a Tribal DEC Workshop, only the second of its kind to be held in the U.S. The Workshop will take place in January 2009 and will bring together law enforcement, CPS and tribal communities in establishing DEC protocols.

**Problem # 4:** The border between Arizona and Mexico accounts for over 40% of the illicit drugs coming into Arizona.

**Goal:** Continue to examine strategies to enhance border security in order to prevent the entry of illegal drugs into Arizona.

**Responsible Agency:** DPS, ACJC, The Attorney General, HIDTA and other Federal Partners, local agencies, border counties.

**Action Steps:**

1. Research and conduct a cost analysis to provide secondary check points at critical transit points in Arizona.

**Actions Taken/Outcomes:**

The U.S. General Accounting Office (GAO) is planning to undertake a cost and impact analysis of the I-19 checkpoint and an analysis on other proposed checkpoint locations. When available, a summary of the GAO report will be presented to ASAP, though the report will not be completed until November 2009.

U.S. Customs and Border Patrol (CBP) Yuma is currently using mobile checkpoints on I-8 outside of Yuma.

**Problem # 5:** There is inadequate coordination and communication between tribal and non-tribal law enforcement agencies in Arizona

**Goal:** Develop communication and operational protocols between tribal law enforcement and non-tribal law enforcement to strengthen prevention and intervention policies to collaborate on all strategies related to the manufacture, possession and use of drugs.

**Responsible Agency:** Indian Country Intelligence Network (ICIN), DPS, ACJC and State and Federal partners

**Action Steps:**

1. Facilitate a meeting between tribal and non-tribal law enforcement to identify barriers to collaboration and recommend solutions.

**Actions Taken/Outcomes:**

- The Four Corners Meth Summit occurred on June 13, 2008 in Holbrook, Arizona. One of the outcomes of the Summit was the sharing of information and implementation of coordinated strategies between tribal nations, federal agencies, DPS, and county and state task forces and coalitions.
- ACJC and HIDTA successfully negotiated with the Colorado River Indian Tribe to participate in the HIDTA Native American Project. The tribal council has approved the grant agreement with ACJC, and HIDTA staff is preparing a funding proposal for the HIDTA Executive Council.
- Additional trainings for the Colorado River Indian Tribes by DPS are planned for July and August 2008.

- Representatives from ACJC and DPS currently attend ICIN meetings to facilitate coordination with the tribal community.
- DEA met with representatives from the Pasqua Yaqui and Tohono O’odham tribes for the first time concerning coordination and communications.

### **Challenges:**

Tribal sovereignty issues have presented challenges as they relate to funding opportunities from the State. State and federal funding are available to tribal law enforcement; however, it has been difficult to get legal documents signed by tribal councils, even where tribal law enforcement is actively collaborating with other law enforcement agencies.

2. Develop a communication strategy to demonstrate collaboration between tribal and non-tribal law enforcement.

### **Actions Taken/Outcomes:**

This Action Step is in progress. The State is currently working with ICIN, which is the best means of communication for reaching out to all tribal communities. DPS has had some success in crafting inter-governmental agreements with the San Carlos and Gila River tribal communities through ICIN.

The ACJC Statistical Analysis Center (SAC) submitted a grant proposal to the Bureau of Justice Statistics (BJS) to compile and analyze tribal crime data. ACJC will work through the Bureau of Indian Affairs (BIA) and BJS to provide important crime data to tribal governments. ACJC plans to make presentations to the tribes relevant to their data.

ACJC and DPS will continue to work through ICIN to establish communication strategies that benefit state and tribal law enforcement.

### **Challenges:**

There are continued challenges with tribal sovereignty.

### **Resources Needed:**

The pilot project to compile and analyze crime data for the tribes could be expanded and continued in future years as a partnership between ACJC SAC, BIA, BJS and local tribes. Extension of this project into future years would require additional funding of research staff at ACJC.

### **Completed Action Steps**

1. Survey state intelligence gathering mechanisms in neighboring states to identify model strategies and infrastructures.

### **Actions Taken/Outcomes:**

This Action Step has been completed. Arizona has succeeded in establishing effective intelligence centers in the state (for example ACTIC and HIDTA) that themselves are model strategies and infrastructures. DPS and HIDTA can take what is currently working and coordinate it more effectively, eliminating the need for further efforts.

2. Create and maintain intelligence workstations with current and operable equipment in local and state law enforcement offices, particularly in the out counties.

### **Actions Taken/Outcomes:**

This Action Step has been completed. Information obtained by DPS IT indicates that this mode of information sharing is not being utilized by agencies, and there is no longer a need to utilize a dedicated work station. The program is still available for other uses but is being deferred by those wishing to utilize the available web based systems.

3. Hold regular intelligence user meetings/trainings to bring intelligence analysts from local, state and federal agencies together to review and enhance intelligence sharing protocols, ensure technological competence and facilitate networking/information sharing between the out counties and Phoenix and Tucson metro areas.

### **Actions Taken/Outcomes:**

This Action Step has been underway and will continue. A listing exists among law enforcement. To enhance participation, HIDTA will look at the possibility of publishing meeting notices on the RMIN website.

### **Next Steps:**

The concept of a potential Arizona Intelligence Summit will be evaluated.

4. Create a drug-crime map to identify targeted areas requiring additional intelligence and technology.

### **Actions Taken/Outcomes:**

A drug-crime map has been created, and is updated daily with current and available data. Agencies can make specific requests and a map can be generated quickly based on their requests. DPS will make presentations to ASAP on emerging issues based on data collection efforts.

5. Identify protocols and procedures for gathering information from rural and urban counties and establish appropriate structures for sharing intelligence.

### **Actions Taken/Outcomes:**



This Action Step has been completed, and protocols and procedures (law enforcement sensitive) are in place.

6. Add National Guard to ASAP to enhance the Guard's participation in drug intelligence and intervention activities.

**Actions Taken/Outcomes:**

This Action Step has been completed. A representative from the Arizona National Guard, Joint Counter Narco-Terrorism Task Force was added to ASAP in April 2008.

7. Look at other protocols and procedures established by states with significant tribal populations.

**Actions Taken/Outcomes:**

This Action Step was completed on June 6, 2008. HIDTA staff has contacted other HIDTA states that have large tribal populations to compare their protocols and procedures with those in Arizona, and found that Arizona was having a similar experience to other states. The HIDTA Executive Council will submit a letter to ONDCP explaining the challenges of working in states with large tribal populations and ask that they take these challenges into account in their funding requirements. ONDCP is amenable to funding a project with the Navajo DPS.

Law enforcement representatives serving on ASAP will update ASAP when further information is available.